



**AMREF INTERNATIONAL UNIVERSITY**  
**SCHOOL OF PUBLIC HEALTH**  
**DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT**  
**BACHELOR OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT AND**  
**DEVELOPMENT**  
**END OF SECOND SEMESTER EXAMINATION MAY-AUGUST 2025**

**HMD 222: LEADERSHIP AND GOVERNANCE IN HEALTH CARE**

**TIME:** Two Hours

**Date :** 6 AUGUST 2025

**TIME :** Two (2) Hours      Start: 4:30 PM      End: 6:30 PM

**INSTRUCTIONS TO CANDIDATES**

- 1) This exam is out of 70 marks
- 2) Section-A is compulsory with a Total of 30 Marks
- 3) Answer any TWO (2) questions in Section B with a Total of 40 Marks

***Read carefully the additional instructions preceding each section.***

### **Section A (Answer all questions)**

1. Define a healthcare system and briefly describe the six WHO building blocks of a health system (6marks)
2. Describe at least three decision making models used in healthcare industry (6marks)
3. Define leadership in healthcare and discuss the leadership functions in healthcare (5marks)
4. Describe four characteristics that denote transactional leadership (4marks)
5. Describe four management styles commonly used in healthcare management (4marks)
6. Describe five principles of governance as applies to leadership and governance in healthcare (5marks)

### **Section B (Answer any 2 questions)**

7. You have recently been hired as the CEO of a premier health facility in your region;
  - (a) Discuss the various management levels and roles and their importance to you as CEO (10marks)
  - (b) Discuss the key challenges you anticipate as you take up the new role and how do you plan to overcome them (10marks)
8. You are a top-level manager in your institution, and you have been requested by the board to lead a team in developing a new vision, mission and core values;
  - a) Describe the steps that you will follow in developing the vision and mission (10marks)
  - b) Elaborate five key components you will want in place to ensure the mission is effective (10marks)
9. As a healthcare you manager, your work requires that you apply some management principles on a daily basis;
  - a) Explain five management principles that you will apply to increase efficiency and productivity (10marks)
  - b) Discuss five weaknesses that hinder efficient application of the above stated principles (10marks)